

**Revised Corporate Results Framework (2017–2021) –  
Part II: draft targets for the programmatic outputs and  
performance indicators**



**Informal consultation**

**5 April 2019**

**World Food Programme  
Rome, Italy**

## Draft decision\*

Having considered the proposed part two of the Corporate Results Framework (2017–2021) the Board:

- approves the annual targets up to 2021 for selected programmatic output indicators and all management performance indicators from the revised Corporate Results Framework (2017–2021), and approves targets up to 2021 for selected category II indicators from the Management Plan (2019–2021).

## Introduction

1. The revised Corporate Results Framework 2017–2021 was approved by the Board in November 2018<sup>1</sup> with the understanding that management will prepare a “Corporate Results Framework (2017–2021) – Part 2” including 2021 targets for the programmatic outputs and performance indicators.
2. The corporate target setting exercise is a way to set the strategic direction of the organization and will be used for accountability purposes. Targets are set based on needs-based plans and are an opportunity to communicate WFP’s intended response to global food security needs, support advocacy and resource mobilization efforts, and show resourcing gaps.<sup>2</sup>
3. For programmatic output targets, WFP selected a list of indicators representative of where WFP’s resources are directed, that speak to the breadth of WFP’s work, and are relevant for both WFP’s programmes and governance.
4. On management performance, the revised Corporate Results Framework 2017–2021 described three categories of management performance indicators<sup>3</sup> and included three Category I key performance indicators to measure WFP’s organisational performance. To address the Board request expressed above, WFP developed targets for 2019–2021 for these key performance indicators and selected some category II indicators that will be used in the period 2019–2021.
5. The selected indicators are all mandatory where applicable. Annual targets will be set for a three-year period from 2019 and ending in 2021, in alignment with the current Strategic Plan and may be adjusted annually as required through corporate tools such as the Management Plan and the Annual Performance Report.
6. The roles and responsibilities for the implementation of the CRF Part 2 will be as follows: headquarters will provide methodology for aggregating the selected indicators at global level and ensure that approved changes are reflected in corporate systems to facilitate corporate reporting.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

<sup>1</sup> revised Corporate Results Framework (WFP/EB.2/2018/5-B/Rev.1).

<sup>2</sup> WFP will report on WFP’s achievements against resource-based targets in the Annual Performance Report, to demonstrate accountability.

<sup>3</sup> As per paragraph 33 of the revised Corporate Results Framework (WFP/EB.2/2018/5-B/Rev.1), these categories are defined as follows;

a) Category I KPIs reflect WFP’s corporate performance, and measure management performance that contributes to implementation of the Strategic Plan;

b) Category II KPIs are more short-term and review progress against corporate priorities set by WFP’s leadership, multilateral arrangements and externally governed commitments; and

c) Category III KPIs and metrics measure performance in the management of daily operations and business processes in the various functional areas.

Regional bureaux will provide support and oversight to country offices. Country offices will apply the global programme indicators in their log frames and use them for monitoring and reporting programme results from 2019 until 2021. Headquarter functional areas establish standards and targets, while functional units at all levels (CO, RB, HQ) will track management performance indicators, to follow the progress in ensuring adequate support to programmes.

7. Progress towards corporate targets will be reported on in the ~~WFP~~ Annual Performance Report, which is submitted annually for Executive Board approval. The Annual Performance Report presents results for all indicators, including those of new priority areas such as disabilities which may not be covered in this target exercise because they were added to the CRF in November 2018. Reporting on beneficiaries will continue to be gender-disaggregated.

## Programme Performance Indicators: Methodology

### Category A: Transfer Modalities

Indicators	Methodology
Total quantity of food provided (MT) to targeted beneficiaries	Global aggregation <del>of</del> <u>and trend projection of planned</u> metric tonnage of all in-kind food assistance provided to targeted beneficiaries. <u>2019 targets are based on planning figures and about a 2 percent annual increase based on trends.</u>
Quantity of fortified food provided	Global aggregation <u>and trend projection of planned</u> metric tonnage of all foods provided to which nutrients have been added, including to commodities such as staple foods and oil. <sup>4</sup>
Quantity of specialized nutritious food provided	Global aggregation <del>of</del> <u>and trend projection of planned</u> metric tonnage of all specialized nutritious foods <sup>5</sup> provided to improve the nutritional intake of beneficiaries. This ranges from fortified blended foods and micronutrient powders to ready-to-use foods and high-energy biscuits.
<u>Total USD value of in-kind food provided to targeted beneficiaries</u>	<u>Global aggregation and trend projection of planned total value of all in-kind food assistance provided to targeted beneficiaries corresponding to the metric tonnage. This includes only the food transfer cost and not indirect support costs.</u>
Total amount of value transferred (USD) to targeted beneficiaries	Global aggregation <u>and trend projection of the planned</u> total amount of monetary assistance provided in the form of money, value and commodity vouchers to targeted individuals or households. <u>2019 targets are based on planning figures with an increase of 15 percent for 2020 and 10 percent for 2021. This includes only the transfer cost and not indirect support costs.</u>
Unrestricted cash	Global aggregation <u>and trend projection of the planned</u> total amount of monetary assistance provided (either physical currency/cash or electronic cash) to targeted individuals or households. <u>This includes only the transfer cost and not indirect support costs.</u>
Vouchers	Global aggregation <u>and trend projection of the planned</u> total amount of monetary assistance provided in the form of value vouchers to targeted individuals or households. Value vouchers are assistance provided in the form of a paper or electronic entitlement redeemable for a pre-defined list of commodities at pre-selected retailers or at specifically organized fairs. <u>This includes only the transfer cost and not indirect support costs.</u>

<sup>4</sup> Food fortification. Nutrition in numbers: An overview of WFP nutrition programming in 2017 (p 11). <https://docs.wfp.org/api/documents/893d3ae001b04be2b1da115e0da27620/download/>.

<sup>5</sup> Specialized nutritious foods. Nutrition in numbers: An overview of WFP nutrition programming in 2017 (p 9). <https://docs.wfp.org/api/documents/893d3ae001b04be2b1da115e0da27620/download/>.

Indicators	Methodology
Commodity vouchers	Global aggregation <u>and trend projection of theplanned</u> total amount of assistance provided in the form of commodity vouchers to targeted individuals or households. Commodity vouchers are assistance provided in the form of a paper or electronic entitlement that are expressed in fixed quantities of specified commodities redeemable from local pre-selected merchants. <u>This includes only the transfer cost and not indirect support costs.</u>
Total USD value of capacity strengthening transfers	Global aggregation <u>and trend projection of theplanned</u> total amount provided for institutional and individual capacity strengthening for promoting education, awareness-raising and social <del>behavioral</del> <u>behavioural</u> change (SBCC) initiatives, providing technical training and assistance, enabling and brokering partnerships, ensuring coherent policies and actions, encouraging multi-stakeholder participation in implementation, promoting innovation, and improving access to resources, expertise, knowledge and networks for achievement of SDG 2 and other SDGs. <u>Average percentage increase is adjusted by taking the previous year's planned/targeted value and increasing by 5 percent in 2020 and 4 percent for 2021. This includes only the transfer cost and not indirect support costs.</u>
Total USD value of providing services to partners	Global aggregation of the total value of providing services to partners, capturing WFP's resources transferred as part of common services. This includes external service provision provided by a WFP country office to external partners, UN agencies, NGOs, governments etc through cluster coordination (food security cluster, logistics cluster, emergency telecommunications cluster), UN Humanitarian Response Depot, UN Humanitarian Air Service, accommodation services and engineering.
Number of services provided	Global aggregation of the number of country level partners benefitting from WFP's broad range of services. This includes external service provision provided by a WFP country office to external partners, UN agencies, NGOs, governments etc. through cluster coordination (food security cluster, logistics cluster, emergency telecommunications cluster), UN Humanitarian Response Depot, UN Humanitarian Air Service, accommodation services and engineering.

## Category B: Beneficiaries<sup>6</sup>

Indicators	Methodology
Total number of beneficiaries targeted through WFP food and cash-based transfers	Global aggregation <u>and trend projection of theplanned</u> number of beneficiaries receiving transfers through in-kind food assistance, cash, commodity vouchers and value vouchers.
Number of schoolchildren targeted through school feeding interventions	Global aggregation <u>and trend projection of theplanned</u> number of schoolchildren targeted through on-site school feeding programmes and receiving take-home rations including through school feeding interventions that are home-grown, linking local producers and the schools, and in emergency/fragile contexts.
Percentage of schoolchildren targeted through school	Global average of the number of schoolchildren targeted through school feeding interventions who are girls.

<sup>6</sup> For the purpose of this exercise, beneficiaries (tier 1) are defined as identifiable individuals who receive direct assistance (from WFP or through its cooperating partners) in the form of food, cash-based transfers, non-food items and individual capacity strengthening (training, counselling or awareness provided to benefit individuals in need or their household members). Tier 2 and 3 beneficiaries, or indirect beneficiaries, are not included within the scope of this exercise.

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feeding interventions who are girls

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Number of persons targeted through nutrition-specific interventions

Global aggregation and trend projection of the planned number of persons targeted through nutrition-specific interventions or programmes, which address the immediate determinates of fetal and child nutrition and development – adequate food and nutrition intake, feeding, caregiving and parenting practices, and low burden of infectious diseases. This includes treatment of moderate acute malnutrition (MAM), prevention of acute malnutrition, prevention of stunting, prevention of micronutrient deficiencies and HIV/TB programming.

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Number of persons targeted through Food Assistance for Assets

Global aggregation and trend projection of the planned number of persons targeted through Food Assistance for Assets (FFA), which provides a direct food or cash-based transfer to meet the consumption gap of the most vulnerable and simultaneously builds household and community assets that reduce the risk of disaster, strengthen livelihoods and build resilience over time.

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REVISION MODEL

## Programme Performance Indicators: ~~global~~Global targets

### Category A: Transfer Modalitiesmodalities

Indicators	2019 target	2020 target	2021 target
Total quantity of food provided (MTmt) to targeted beneficiaries	<del>tbd</del> 5.6 million	<del>tbd</del> 5.7 million	<del>tbd</del> 5.8 million
Total USD value of food provided to targeted beneficiaries	2.81 billion	2.86 billion	2.92 billion
Quantity of fortified food provided (MTmt)	326k	376k	406k
Quantity of specialized nutritious food provided	747k	785k	824k
Total amount of value transferred (USD) through CBT and commodity vouchers to targeted beneficiaries	3.3 billion	3.8 billion	4.2 billion
Unrestricted cash	2.2 billion	2.3 billion	2.6 billion
Vouchers	1 billion	1.2 billion	1.3 billion
Commodity vouchers	130 million	306 million	337 million
Total USD value of capacity strengthening transfers	425 million	446 million	464 million
Total USD value of providing services to partners	tbd	tbd	tbd
Number of services provided	tbd	tbd	tbd

### Category B: Beneficiaries

Indicators	2019 target	2020 target	2021 target
Total number of beneficiaries targeted through WFP food and cash-based transfers	<del>tbd</del> 7.8 million	<del>tbd</del> 81 million	<del>tbd</del> 83 million
Number of schoolchildren targeted through school feeding interventions	17.7 million	17.7 million	17.9 million
Percentage of schoolchildren targeted through school feeding interventions who are girls	tbd	tbd	tbd
Number of persons targeted through nutrition-specific interventions	22.4 million	23.5 million	24.6 million
Number of persons targeted through Food Assistance for Assets	10.9 million	11.7 million	12.5 million

## Management Key Performance Indicators: Methodology

Indicators	Methodology <sup>7</sup>
<b>Category I indicators<sup>8</sup></b>	
KPI 1: Overall progress in country strategic plan implementation	<p>A composite indicator which measures how funding and operational constraints influence WFP's implementation, and the performance against the activities and strategic outcomes implemented during the period being measured.</p> <p>It compares (against the CSP plan): 1) the proportion of outcome and output indicators for which corresponding activities have been implemented and 2) the proportion of the outcome and output indicators for which the corresponding indicator targets have been achieved.</p>
KPI 2: Effective emergency preparedness and response	A composite indicator that measures WFP's performance against emergency preparedness and response standards. This includes preparedness at the country and corporate levels, as well as implementation of corporate responses to acute-emergencies.
KPI 3: Overall achievement of management performance standards	A composite indicator which measures country office performance in each functional area (against their specific corporate standards) in supporting the implementation of CSPs. Aggregation of functional area permits a corporate analysis of management processes. Functional areas correspond to the different units in country offices, which work with each other to implement the CSP activities and achieve the programme results. For each of these functional areas, one or two-critical indicators, which measure the performance of its most representative processes, have been selected and included as components in the KPI 3.
<b>Selected category II indicators</b>	
Percentage of employees completing Sexual Harassment and Abuse of Power and Prevention of Sexual Exploitation and Abuse mandatory trainings	The total number of employees completing the two mandatory courses which include the referred modules, compared to the total number of employees for which these courses are compulsory.
Percentage of country offices with functioning complaint and feedback mechanisms	The number of country offices which have complaints and feedback mechanisms compared to the total number of country offices. A functioning complaints and feedback mechanism is defined as a mechanism available for beneficiaries that can refer protection and other specialized issues to relevant partners, give feedback to affected populations, and provide information for WFP to use to adapt implementation. The mechanism should have an associated system to process information received through the existing channels while adequately protecting sensitive data.
Percentage of WFP cash beneficiaries supported digitally	The proportion of all WFP beneficiaries of cash transfers which are managed – totally or partially – through SCOPE (WFP's beneficiary and transfer management system).

<sup>7</sup> Refer to Annex 2 below for details about the 24 components of these 3 KPI's.

<sup>8</sup> These indicators are accompanied by a visualization to facilitate the interpretation of values.

## Management Key Performance Indicators: ~~global~~Global targets

Key Performance Indicator	2019 target	2020 target	2021 target
<b>KPI 1: Overall progress in country strategic plan implementation</b>	<b>70%</b> (of COs meet targets)	<b>80%</b> (of COs meet targets)	<b>90%</b> (of COs meet targets)
<b>KPI 2: Effective emergency preparedness and response</b>	<b>3 out of 5</b>	<b>4 out of 5</b>	<b>5 out of 5</b>
<b>KPI 3: Overall achievement of management performance standards</b>	<b>70%</b> (of COs meet targets)	<b>80%</b> (of COs meet targets)	<b>90%</b> (of COs meet targets)

Key Performance Indicator	2019 target	2020 target	2021 target
<b>KPI 1: Overall progress in country strategic plan implementation</b>			
% of outcomes with implementation	n/a	n/a	n/a
% of outcomes for which values were achieved or on track	75%	75%	75%
% of outputs with implementation	n/a	n/a	n/a
% of outputs for which values were achieved or on track	80%	80%	80%
<b>KPI 2: Effective emergency preparedness and response</b>			
% of country offices that update or implement at least 80% of minimum preparedness actions	100%	100%	100%
Number of training events in emergency response according to functional and support training for emergency response (FASTER) standard	4	4	4
Timeliness of the Immediate Response Preparedness facility	5 working days from country office's request to receipt of funds	5 working days from country office's request to receipt of funds	5 working days from country office's request to receipt of funds
Timeliness of the operational task force	Less than 24 hours	Less than 24 hours	Less than 24 hours
Timeliness of the elaboration of Concept of Operations by the country office	Less than 5 days	Less than 5 days	Less than 5 days



Key Performance Indicator	2019 target	2020 target	2021 target
<b>KPI 3: Overall achievement of management performance standards</b>			
Management: gender representation	Achievement of milestones <sup>9</sup>	Achievement of milestones	Achievement of milestones
Management: number of outstanding audit recommendations	Fewer than previous measurement	Fewer than previous measurement	Fewer than previous measurement
Programme: % of implemented evaluation recommendations (due for implementation)	100%	100%	100%
Programme: % of outputs achieved within partnerships	90% corporate average	90% corporate average	90% corporate average
Supply chain: % of post-delivery losses	Less than 2%	Less than 2%	Less than 2%
Supply chain: % of tonnage uplifted by the agreed date	95%	95%	95%
Budget and programming: % of all CSP expenditure against implementation plan	90%	90%	90%
Human resources: Performance and competency enhancement (PACE) compliance rate	100%	100%	100%
Human resources: % of staff who have completed all mandatory training	85%	85%	85%
Administration: % of internal controls in place and implemented in administration	100%	100%	100%
Administration: % of WFP fixed assets physically counted and verified	100%	100%	100%
Finance: % of enhanced risk items in the financial dashboard	7%	7%	7%
Information technology: % of compliance with information technology security standards	100%	100%	100%
Security: % compliance with Field Security Accountability Framework standards	100%	100%	100%
Resource mobilization, communication and reporting: % of needs-based plan funded in country operations	80%	80%	80%
<b>Additional selected Category II key performance indicators</b>			
Key Performance Indicator	2019 target	2020 target	2021 target
Percentage of employees completing Sexual Harassment and Abuse of Power and Prevention of Sexual Exploitation and Abuse mandatory trainings	100%	100%	100%
Percentage of country offices with functioning complaint and feedback mechanisms	85% <sup>10</sup>	90%	95%
Percentage of WFP cash beneficiaries supported digitally	60% <sup>11</sup>	70%	80%

<sup>9</sup> Each country office has a contextualized target for 2021 and subsequent milestones.

<sup>10</sup> Original target published in the Management Plan 2019-2021 (WFP/EB.2/2018/6-A/1/Rev.1) has been revised based on baseline (2018 data).

<sup>11</sup> *Idem* *ibid*.